

## **SOW Instructions**

### **Formatting guidelines**

- SOWs should always be in a Word document with minimum font size of 10.
- Each new Goal or Objective needs to address a level(s) of the Social Ecological Model (SEM), Target Audience and 185% FPL Data Source at the top of the page.
- On the second and subsequent pages of your SOW, column headings will not appear. Please copy and paste the column headings e.g. Activities through Timeframe onto the top of each page of your SOW.
- When adding Goals and Objectives, please copy and paste the Goal, Objective, SEM level, Target Audience and 185% FPL Data Source from the first page and change text accordingly, to reflect the new goal/objective. Your target audience, level of SEM and 185% FPL data source may change as well.
- The numbering sequence should be:
  - Goal 1, Objective 1, Activity 1;
  - Goal 1, Objective 1, Activity 2 etc.
  - Do not use decimals, dashes, bullets or other symbols to identify goals, objectives or activities.
- There must be a page break between new Goals and Objectives
- All text must be in the table cells, no paragraphs or notes with asterisks can be inserted at the bottom of the page. Each abbreviation used should be listed in the legend at the bottom of each page.
- The page numbering in the footer should start with "Page 4 of XX".

### **Goals**

Every Scope of Work should address the three *Network* goals of: 1) increasing the number of low-income individuals who eat 5 to 9 servings of fruits and vegetables every day, 2) promoting 30 minutes of moderate physical activity daily for adults, and 60 minutes of moderate to vigorous activity for children and teens, and 3) promoting participation in federally funded nutrition assistance programs such as the Food Stamps, Child Nutrition (School Breakfast, Lunch), After School Snack and Summer Food Service Programs. These should appear as goals in the SOW. You may have several objectives that support these goals.

### **Objectives**

Objectives must directly relate to the SOW goals. Objectives guide activities and evaluation, by answering the questions who, what, when, where, and by how much. In most cases they should be written in terms of the target audience, not the agency, (exceptions: *Network* infrastructure objective and School Health Index objective).

Objectives are action-oriented statements that are **SMART**:

**Specific:** identifies a specific event or action that will take place;

**Measurable:** quantifies the amount of change to be achieved;

**Achievable:** realistic given available resources, time and the proposed activities;

**Relevant:** logical and relate to the goal; and

**Time bound:** specifies a time by which the objective will be achieved.

The *Network* defines two general categories of objectives, process and impact. While all objectives are specific and measurable, whether or not the objective is process or impact will determine what and how it is measured. Objectives should be stated as process or impact, not both.

### Process Objectives

Process objectives state who (including how many people reached) will participate, what they will be doing, by when it will be done, and where an event will be held. Process objectives measure participation, track program activities and are useful for accountability. *No statement is made regarding producing change in the individual or the environment.*

Example: By September 30, 200\_\_, a total of at least 1000 low-income residents of XYZ community will participate in at least ten community events, such as health fairs, farmer's markets, and swap meets.

#### Who, what, when, where, and by how much:

<b>Who</b>	At least 1000 low income residents of XYZ community
<b>What</b>	Participate in at least ten community events, such as health fairs, farmer's markets, and swap meets
<b>When</b>	September 200__
<b>Where</b>	XYZ community

To evaluate process objectives it must be demonstrated that the activities specified in the SOW were completed according to the specified time frame, and the specified number people were reached. This is done largely with activity tracking procedures. For more information on evaluating process objectives, please see Guidelines Manual, Section III, Subsection 501, Evaluation Expectations.

### Impact Objectives

Impact objectives, state how much change will be produced (either in the individual or the environment) as a result of program activities. These objectives at the individual level must target factors that influence behavior. The *Network* Impact Evaluation Handbook (2003-2004) at <http://www.dhs.ca.gov/ps/cdic/cpns/research/default.htm> has a detailed list of factors influencing behavior in Appendix A.

Example: By September 30, 200\_\_, 75 mothers participating in the XXX Elementary School parent program who attend a five part nutrition education series will increase self-efficacy by 25% regarding preparing and cooking with fruits and vegetables.

**Who, what, when, where, and by how much:**

<b>Who</b>	75 mothers attending a five part nutrition education series
<b>What</b>	Increased self efficacy regarding preparing and cooking with fruits and vegetables
<b>When</b>	September 200__
<b>Where</b>	XXX Elementary School
<b>How much</b>	Increase self efficacy by 25%

To conduct impact evaluation it is necessary to measure a specific change in a factor influencing behavior that was specified in the objective. To continue with the example, in order to evaluate this objective, self-efficacy must be measured prior to conducting the intervention to establish a baseline. Using the same testing instrument, self-efficacy would be measured again after the intervention has been completed to determine any change from baseline. For more information on evaluating impact objectives please see Guidelines Manual, Section III, Subsection 501, Evaluation Expectations.

It is important to be realistic when writing SOW objectives, considering the level of funding received, as well as staff and organizational capacity. All contractors are required to do process evaluation, but not all contractors are required to include impact evaluation. Continuing contractors receiving State Share funding in excess of \$350,000 are required to conduct impact evaluation on at least one intervention in addition to process evaluation. Continuing contractors receiving State Share funding less than \$350,000 are not required to conduct impact objectives, but are encouraged to do so, as appropriate for their agency, staff capacity, and resources. First time contractors are not required to do impact evaluation regardless of the value of their State Share budget, however, if they continue with *Network* LIA funding beyond their initial contract, they will be required to do impact evaluation and should plan accordingly (see Guidelines Manual, Section III, Subsection 501 Evaluation Expectations).

Even with impact objectives, contractors should always include process evaluation, i.e. activity tracking logs, numbers of contacts made, number of meetings attended, meeting agendas, etc. These process measures are required for completing the Semi Annual Activity Report (SAAR).

**Infrastructure Objective**

All contractors are required to include this objective and activities in their Scope of Work. Copy and paste this objective into your SOW.

**School Health Index (SHI) Objective**

All school districts and County Offices of Education contractors are required to include this objective in their Scope of Work. It is recommended for other contractors working with schools to include as appropriate depending on the degree of involvement and resources available. See Guidelines Manual, Section III, Subsection 503, School-based Evaluation Resources – Assessments and Surveys for more information and instructions. Copy and paste this objective into your SOW.

## **Social Ecological Model (SEM)**

Please check all the spheres of the SEM that apply. For more information on the SEM, please refer to Guidelines Manual, Section III, Subsection 306.

## **Target Audience**

All activities and materials conducted and/or developed under both Local and State Share budgets must be targeted primarily to Food Stamp Program applicants and participants. However, projects may also include activities that benefit other low-income persons as long as at least 50 percent are Food Stamp Program clients, applicants, and other persons with household incomes at or below 185 percent of the Federal Poverty Level. Targeting data must be included in both your Local and State Share application. For the Local Share application, targeting data is included in the "Local Share Project Summary Form" For the State Share application, targeting data is part of the "Target Audience" section of your SOW and on the State Share Project Summary. For the "Target Audience" line on the SOW, identify racial/ethnic groups targeted and specific age groups for each objective. The State Share Project Summary will require more specific characteristics of your target audience(s).

## **185% Federal Poverty Level (FPL) Data Source**

The source of 185% FPL targeting data must be specified in the SOW (e.g. Census 2000 data, Free Reduced Price Meal (FRPM) enrollment (for school sites), Food Stamp Participation, WIC, Headstart, Medi-Cal, CalWORKS, CHDP, etc). The data itself will be itemized, on a site-by-site basis, with specific census tract numbers, % FRPM, % Food Stamp recipients, % WIC clients, etc. on the State Share Project Summary.

## **Activities**

*Network* funding can be used to provide behaviorally focused nutrition education, physical activity promotion and federally funded nutrition assistance program promotion to Food Stamp Program applicants, participants and other persons living at or below 185% Federal Poverty Level. To ensure that proposed activities meet USDA guidelines for program funding, please review "Allowable and Unallowable Costs, USDA Guidelines FFY 2005". Allowable/Unallowable costs apply to both Local Share and State Share budgets. All physical activity promotion and food stamp program promotion activities must be in the context of nutrition education, not separate activities on their own and must not include outreach activities. See Guidelines Manual, Section II, Subsection 600, *Network* Programs and Resources, Subsection 603 for Physical Activity Promotion Guidelines & Resources and Subsection 604 for Food Stamp promotion. Breastfeeding activities must be planned and implemented in collaboration with WIC. Breastfeeding activities must supplement, not supplant existing WIC activities. *Network* Contract and Program Managers will assist you throughout the application process to identify activities that qualify for *Network* funding.

Activities describe concisely what will be performed that will lead to the achievement of the objective. The *Network* provides additional funding (State Share) for contractors to enhance or expand (Local Share) nutrition education and physical activity promotion activities, or to develop new activities. It does not allow a LIA contractor to use State Share funds to pay for existing Local Share activities i.e. supplantation.

The activities should describe:

- What will be done: Briefly describe the nutrition education/physical activity promotion/nutrition assistance program promotion planned;

- How much will be done: Quantify the amount of work to be performed to justify the budget request. Contractors are encouraged to use ranges (e.g., three to five trainings). Indicate the length, frequency, and number of meetings, classes, trainings, etc. that will be conducted; and
- Where the activities will occur: Indicate the geographic location or site(s) where activities will occur, especially if the same activity will be conducted at multiple sites.

If there are different audiences targeted for different activities, incorporate each audience for each activity as appropriate.

See examples below and Sample SOW for specifics.

Example Activities:

- Activity #1: Research, identify, and modify as necessary existing nutrition education curricula and material for a 5 part nutrition education series covering topics such as selection of fruits and vegetables, food handling and healthy preparation techniques, and recipes utilizing a variety of fruits and vegetables.
- Activity #2: Recruit adult participants for the nutrition education series utilizing posters and flyers at 10 health care provider's offices in low-income neighborhoods as well as at the local WIC offices.
- Activity #3: Implement a 5 part weekly nutrition education series utilizing the selected curricula and material. The classes will be held at the County Health Department classroom. Each session will include a nutrition lesson, food demonstration, and taste test.
- Activity #4: Work with CPNS staff to develop to modify an existing testing instrument to collect baseline data. Administer baseline pre-test prior to delivery of the first lesson. Eight weeks after the fifth session, post intervention data will be collected.
- Activity #5: Analyze data and write a summary report of the results to be included in final progress report.

### **Who is Performing Activity**

For each activity in the SOW please specify which staff will be working on the activity in this column. List staff by title or acronym for title e.g. PHN, RD, not name. Position titles and acronyms listed must be consistent with those listed in the State Share documentation.

### **Evaluation**

Refer to Guidelines Manual, Section III, Subsection 500, Evaluation Guidelines, for more details on which type of evaluation to conduct based on your objectives. Specific project deliverables such as summary reports, summary of qualitative event evaluations etc. should be listed here. Your program manager can assist you in identifying specific deliverables if you have questions. These products are submitted with annual final reports, unless otherwise noted.

### **Timeframe**

Specify an estimated timeline for the completion of each activity, including both month and year. Be consistent in the format of date documentation throughout the SOW and use the complete 4 digit representation for the year (20XX).

Example: October 200XX – September 20XX or 10/20/XX – 9/20XX

## Legend

The DHS Contract Management Unit (CMU) requires that there be a Legend at the bottom of each SOW page, which includes the acronyms from the entire document, not just the acronyms used on each individual page.

## Collaboration and Partnering

Effectiveness of activities supporting the *Network's* goals can be greatly enhanced through collaboration and partnership with others interested in promoting nutrition and physical activity in low-income populations. Such collaboration and partnership can result in delivery of more uniform messages targeting key community nutrition issues and can facilitate use of multiple channels for communicating those messages to the public. Active participation in local *Network* regional collaboratives, *5 a Day Power Play!* coalition etc. are required for all LIAs.

The following policy statements must be adhered to if a public organization chooses to formally collaborate or partner with another public organization as part of an LIA project. Adherence to these policies is especially important during the timeframe for the development, review and approval of Local Share and State Share Budgets and Scopes of Work keyed to the LIA project for the following fiscal year.

### Policy Statement #1

The project director of a lead organization responsible for the administration of a LIA project, operated through a contract with the *Network*, must provide evidence of a proposed partnership or collaboration with other public organizations in the form of Memorandum of Understanding (MOU) or Letters of Agreements (LOA) between the respective parties. Such documents must be submitted as part of the initial Local Share Project Summary Form and Local Share Budget package for review and approval by the *Network*.

An MOU or LOA, at a minimum, should contain the following written elements:

1. Names of the collaborating/partnering organizations.
2. Description of the major proposed activities.
3. Specification of the total Local Share dollar amount (if applicable) being proposed by the organization collaborating /partnering with the lead organization along with a statement that none of those funds are federal funds or funds being used to match other federal funds.
4. A statement that no portion of the proposed Local Share funds are being counted more than once for another LIA project during the project year.
5. A statement that the collaborating/partnering organization will provide Local Share and State Share Budget documentation as requested by the lead LIA organization and/or the *Network*.
6. Signature (s), titles, and dates provided by authorized officials of the collaborating/partnering organization and the lead LIA organization.

### Policy Statement #2

The project director of a lead organization for an LIA project may not collaborate or partner with components or parts of other current or potential LIA project contractors as part of their LIA project (including Local Share Budget funds and SOW activities), without the express written approval of the other organization. The approval document must be on the other organization's letterhead and signed and dated by an official with signature

authority and addressed to the lead organization's administrator or LIA project director. These documents must be submitted to the *Network* as part of the initial application and Local Share Budget.

For example, a lead organization for an LIA project must not propose the use of Local Share dollars or a collaboration with individual schools or other school district programs within the parent school district unless the appropriate level official within the district approves the use of Local Share funds following the procedure described above.

The project director of the lead organization is also responsible for the program and fiscal integrity of the overall LIA project including partner organizations or components of partner organizations. The project director also must guarantee access to the Local Share documentation residing in the partner organizations to assure the *Network's* funding source (USDA) of actual expenditures of Local Share funds that leverage *Network* USDA State Share matching funds.

### Policy Statement #3

The US Department of Agriculture Food Stamp Nutrition Education funds both the *California Nutrition Network for Healthy, Active Families (Network)* and UCCE Food Stamp Nutrition Education Program (FSNEP). Both programs target low-income consumers for community-level interventions in the state. However, strategies by each agency are usually very different, with the *Network* focusing more on environmental approaches to improving nutrition, physical activity and participation in nutrition assistance programs and FSNEP focusing on individual level nutrition education. Close communication between local FSNEP and *Network* contractors in a community is necessary to avoid duplication of services, potential double reporting and inaccurate documentation of Local Share time and resources. This local communication can also result in synergies in the areas of resource allocation and community outreach.

Both the *Network* and FSNEP target schools where over 50% of the students are enrolled in Free and Reduced Price Meals and other low-income community sites. In planning locations for *Network* school interventions, we expect local collaboration between *Network* contractors and local FSNEP offices. Prior to submitting Local Share and State Share documents to the *Network*, we recommend *Network* contractors contacting local FSNEP offices to ascertain FSNEP intervention sites for the upcoming Federal Fiscal Year. A listing of local FSNEP offices can be found at <http://ucanr.org/ce.cfm>.